Hiring for Success

Finding and keeping the best people in a changing world of work

www.manpower.ie
Introduction

The competition for talent is as important as the competition to sell products and services. To succeed, you need great employees. This guide offers you tips and tools to give you a recruiting edge.

The first sections take you through the essential steps to find and hire the best people for your work. Employing quality people is only part of the picture. Keeping them is just as critical. This guide also offers ideas to keep employees engaged and create a culture of loyalty.

People who are well suited for the job and company environment work harder and better. And stay with your company longer. That means reduced costly turnover. Increased productivity. And a stronger competitive edge.
The talent crunch
It is expected that by the year 2010 it will be more difficult to find entry-level people. There will be fewer skilled workers from which to choose. There will most likely be a mismatch between available jobs and qualified candidates. To win in this changing world of work, employers must tune up recruiting, selection and retention skills to find, hire and keep the talent they need. Your company must focus on the candidate. You must act now.

What do you do?
Get informed. Get innovative. Get moving. Start with this booklet. It’s for hiring managers, small business owners, HR generalists… anyone with a hand in the hiring process. It doesn’t matter if your company is big or small. If you have a large HR department or none at all. Hiring is a critical success factor for every business.

What today’s workers want
The workforce of today is complex. It’s comprised of a variety of generations, cultures and skill level/experience. While what’s important to an individual will vary, there are several basic features that candidates seek in an employer:

- Ethical company
- Supportive work environment
- Customised benefits
- Equitable pay
- Stability
- Learning opportunities
- Flexible scheduling
- Work/life balance
- Stock options and performance bonuses
- Fun/enjoyment of work

Studies show
When asked ‘What is the most important trait or attribute that the leader of your company should possess?’ the top answer was honesty. (24%)

- Right Management  www.rightmanagement.com

What employers want
Every employer looks for a specific set of skills from job candidates that match the requirements needed to perform a particular job. However, beyond job-specific, technical skills, there are certain skills that are almost universally sought by employers:

- Communication skills – verbal and written
- Analytical skills
- Computer skills
- Attention to detail
- Honesty/integrity
- Motivation
- Diversity awareness
- Teamwork
- Dedication
- Flexibility

Top HR sites
www.cipd.ie - Chartered Institute of Personnel and Development
www.hrmguide.net -International Human Resources
www.hrmagazine.co.uk
Recruiting the best

Planning for success
The labour market landscape is changing. Demographics, diversity and new skills play critical roles in staffing success. This tightening job market means you must be more compelling, creative and calculated in your recruiting efforts to find the people you need. With an increased emphasis on recruiting, you need to plan for your individual openings, as well as sweeping trends and anticipated changes in your workforce. The more you plan ahead, the better your results will be.

Deciding which recruiting tactics to use for each open position is challenging. This section is designed to alert you to the latest recruiting sources. Use this information to create and execute your recruiting plans.

Employment branding
Is your company one where everybody wants to work? When people think about looking for a job is your company top of mind? It’s no secret that people want to work for companies with great reputations. Your company’s reputation is critical when you think in terms of employment branding.

To enhance and establish your company as a top place to work:
- Build its reputation in the community
- Turn your employees into recruiters
- Treat candidates with respect
- Offer internships and mentoring opportunities
- Get involved with the Chamber of Commerce, community organisations and professional associations
- Market your company well – create recruiting brochures and ads that highlight the positive attributes of your company
- Ensure that your website is creative, dynamic and easy-to-use

Recruiting tactics/sources
There are many tools that can help in your efforts to attract qualified employees to your company. Here, you’ll find some ideas on standard recruiting methods for today’s market. You’ll also find some out-of-the box recruiting tactics and ideas for targeting hard-to-find employees.

After reading this section, decide which tactics are best for your company.

What recruiting mix do you need to implement?

Passive vs. active candidates
Typically, a passive candidate is employed and satisfied with his/her current job. It takes a lot of time and effort to pursue these individuals and entice them to consider your open job.

An active candidate wants or needs a job and is aggressively searching. These are the people who will read the employment ads on a daily basis. From a cost perspective, active candidates are less expensive to attract. However, both types of candidates may end up in your recruiting pool. Keep in mind that the two types of candidates have significantly different motivation levels for finding a new job.

Internet
The Internet is becoming the top spot to source potential candidates. No recruiting plan today would be complete without some form of online recruiting. Top benefits of Internet recruiting include access to a huge, worldwide audience; cost-effectiveness; ease of tracking results; and 24/7 availability.

Tactics for Internet recruiting are numerous. Post openings on job boards. Create a career section on your company’s website. Search CV databases. Network with candidates on social networking sites or blogs. The Internet offers a multitude of recruiting opportunities, which continue to expand and change daily. The challenge is to keep up with changes and understand which Internet methods work best for your company.

Job boards
Using job boards to post your openings can be efficient and effective. A large number of people can see your job very quickly. As the number of career-related Internet sites explodes, the key is knowing the best sites to post your jobs. Typical choices include some of the larger, broader job boards such as monster.ie. However, beyond the biggies, there are thousands of other options.
Consider adding local sites, University sites, sites of professional associations, newspaper sites, networking sites and niche sites to your Internet recruiting mix. No matter which sites you choose, track the results to see which provide the best quality candidates.

Once you’ve decided where you want to post, create job postings that attract the right candidates. To write compelling job postings:
- Start with a strong title. It must reflect the most important overall responsibilities of the job
- Be specific. Provide a detailed description of key responsibilities, job qualifications and what work will be performed on a daily basis. This helps candidates evaluate if he/she is a good match for the position
- Include keywords. Many candidates search for jobs based on keywords, so make sure your ads include the right ones
• Be clear and concise. The posting should be easy to read. If there are a number of requirements or qualifications, use bulleted lists. Bullet points can also make your ad more noticeable.

• Include an accurate, engaging description of your company. Provide details about perks and benefits that appeal to jobseekers.

• Make your ad stand out. It’s competing with hundreds of ads that candidates see. Use creative descriptions to entice candidates to read past the job title.

CV databases
Many job boards, professional associations, schools, etc., also offer access to their CV databases. These databases allow you to search for CVs that contain specific skills, keywords, experience and qualifications. Using a CV database puts more control into your hands – you decide who to contact about your job opportunities.

Company website
Your company’s website is often the first introduction to your company. It should create a good first impression by being immediately attractive and engaging. If possible, make your careers section or job listings page available from the home page.

When candidates arrive at your home page, what do they see? Does it make them want to work at your company? Ask yourself the following questions about your company’s website.

• Is it engaging for a candidate?
• Does it require only one click to get to job openings? Or many?
• Is it easy to navigate?
• Can candidates apply online? With or without a CV?
• Does it offer information on benefits and company culture?
• Is it regularly updated?
• Are job postings easily searchable?

The more positive your answers are to these questions, the more positive an experience candidates will have on your site.

Social networking sites
The latest rage in Internet recruiting is posting and sharing information on sites like LinkedIn, Facebook, MySpace, YouTube. These sites have a high concentration of people looking for job connections and can be effective due to the level of interaction.

Job boards – general
- monster.ie
- jobs.ie
- irishjobs.ie
- recruitireland.com
Newspaper/classified ads
Although the Internet has diminished the power of newspaper somewhat, print is still a viable vehicle for finding candidates. Classified ads remain one of the most widely used recruiting methods. The goal of a classified ad is to generate qualified applicants and screen out unqualified ones. Creating the right ad to attract the right candidate is critical. A good ad requires more than a job description and qualifications. It also needs to sell your company.

Every classified ad should contain these elements:
• Headline/job title
• Job details/responsibilities
• Qualifications, including required education and experience
• Company information, including what your company does and benefits of working there
• How to reply, including all relevant contact information

Success tip
Employment ads written for newspapers are not always effective on the Internet. Internet postings allow for more details and creativity than you’re likely to be able to use in a print classified ad.

Advertising in the newspaper has its benefits – large audience, high visibility, etc. But, it also has a few negative points – high cost, tough to stand out, typically read by active candidates, etc. Also, keep in mind that classified ads may work better for certain positions. It’s up to you to measure your results and decide if newspaper ads provide a good return on your investment.

Success tip
Go beyond traditional papers and place your recruitment ad in a college/University paper or free local publications. Smaller publications also cost less.

Success tip
Referral programmes work best in companies with good morale. If your current employees aren’t happy, they won’t embrace the programme.

Universities/community colleges
University campuses are a great recruiting source for entry-level positions. Graduates are usually hungry to get into the workforce and build work experience (and CVs).

Begin your University recruiting efforts with the business services office – the easiest way to jump-start your campus presence. Get to know the people in the office. Find out how to get on an interviewing schedule and how to provide job postings or packets of company information. Many of these offices house libraries of company literature for students to review.

In addition to the business services office, another key tactic for connecting with the talent you need is building up your network of supporters on campus. Build relationships with lecturers, instructors, student association leaders, etc. Keep them informed about the great opportunities available at your company. When credible third parties talk about your company, it carries a lot of weight.

Success tip
Depending on the type of positions you need to fill, technical schools or speciality programmes can be sources to find targeted candidates.
There are a number of other ways to get your recruiting message out on campus:
• Get involved with student chapters of professional organisations
• Offer internships
• Offer to be a guest speaker for classes related to your company’s area of expertise
• Give presentations on how to find a job in your industry
• Advertise your company in the campus newspaper
• Sponsor campus activities
• Connect with the alumni centre
• Participate in campus career fairs

Open days
When you have a lot of positions to fill, an open day is a resourceful way to introduce a large volume of candidates to your company and open positions. Successful open days have these things in common:
• Good word-of-mouth. Build a buzz about your upcoming event. The more people talk about it, the more people hear about it. Use a variety of methods to get the word out: radio ads, flyers, store posters, etc
• Good location. Hold the event onsite or at an outside facility, such as a hotel or conference centre
• Good timing. Hold your open day when the candidates you seek are most likely to attend
• Good experience. Make sure everyone feels welcome and receives all the information needed. Even if not a potential candidate, each person should leave with a good impression of your company

Job fairs
This is where employers and jobseekers come together. Job fairs range in size and specialty, sometimes focusing on a specific industry. When considering a job fair for your recruiting mix, be sure the fair targets candidates with the type of skills and experience you seek. Job fairs offer you an opportunity to stand out as a great employer.

Tips to boost job fair success:
• Your stand should be professional, clean, well-organised and inviting
• Send good company representatives who can answer commonly asked questions about your company and be enthusiastic
• Make it easy for the candidate to express interest. Have a short form for candidates to complete. Or, ask a standard set of questions with each CV you receive
• Follow up with all candidates. Even if you don’t have a position for an individual, call or email to thank him/her for expressing interest in your company

Diversity candidate pools
The changing face of the 21st century workforce dictates that employers recruit from a talent pool that includes people of all types. Our workforce is changing like never before. There are more women in the workforce now than any other period in history. Three of four women with children work. The population is aging and people are working longer or returning to the workforce post-retirement. Record numbers of disabled individuals want to enter the workforce. The list goes on.

When you plan your recruiting efforts, reach beyond standard recruiting sources and expand to diverse sources. Participate in diversity job fairs. Advertise your open positions on diversity job sites. Get involved with local diversity organisations. There are many diversity associations and organisations that offer networking opportunities or other ways to get in front of members to present information on employment at your company.

Mature workers
The abilities, experience and strong work ethic of older workers continue to be a precious resource for our nation’s economy. Often overlooked or under-utilised, older workers offer a broad and diverse pool of talent. Revising recruiting practices to include mature workers can provide a big return on your investment. Studies have shown that older workers are typically more reliable and stable than other age groups. Here’s how you can boost your company’s appeal to mature workers:
• Customise ads and recruiting materials to appeal to the mature worker
• Partner with senior groups/organisations
• Offer flexible or part-time hours
In a recent Manpower survey of over 28,000 employers in 25 countries and territories, only 14% have specific strategies designed to recruit older adults into their workforces.

Professional associations and organisations
Most occupations have some sort of professional association or organisation. These groups typically exist to provide learning and networking opportunities for their members. This is a great place to start a targeted search, especially if you need to fill a specific technical or professional position. Attend a meeting as a guest, sponsor an activity, give a speech, or provide company recruitment materials. Many associations have newsletters that include job postings or a CV database of members looking for a job.

Recruitment Agencies
Many businesses rely heavily on recruitment agencies to fill open positions. This resource can prove to be a cost-effective and rewarding way to screen candidates. Think of it as a way to ‘try before you buy.’ Typically, you can work with an agency to hire someone who meets your exact specifications, but you don’t have to hire immediately, or at all. Both the employee and you have time to be sure it’s a good match. Plus, while the employee is on the agency payroll, you save money because they cover the costs of taxes, benefits, etc.

Many recruitment agencies can also find you direct hire/direct placement candidates. Typically, with this type of arrangement, you pay the agency a percentage of the new employee’s first year salary. If you don’t have the time or resources required to recruit, this is a great way to get the candidates you need in the timeframe you need them.

Radio advertising
Want to reach a large number of people? Have a lot of positions to fill? Want to advertise an event like an open house? Advertise on the radio. While radio advertising can be more expensive than other recruiting tactics, the results pay off. The key to success is to create a strong message and to select the right radio stations and times.

Measuring your recruiting efforts
Effective recruiting programmes include a built-in method for tracking success. Identify which recruiting methods work best on a consistent basis and which tactics work better for specific positions. There are many ways to track recruiting results, but a simple chart is the easiest way to get started.

<table>
<thead>
<tr>
<th>Recruiting tactic</th>
<th># of CVs received</th>
<th># of phone screens</th>
<th># of interviews</th>
<th># of hires</th>
<th>Recruiting cost</th>
<th>Cost per hire</th>
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Once you know what works and what doesn’t, you’ll be able to spend your recruiting budget and time more efficiently.

Selection steps

CV responses
The job has been posted. Recruiting efforts have begun. Hopefully, you’re receiving CVs (or job applications). Depending on the position, you may receive one CV or hundreds. Your job is to deliver the same treatment and review for each CV.

When you have lots of CVs to sift through, managing the process can be challenging. You need a system to help you efficiently navigate the sea of CVs.

Reviewing CVs
There are a few things to keep in mind about CVs, a standard of the hiring process. CVs are designed to make the candidate sound good. No one puts negative information on a CV. Also, many are created by professionals. Don’t assume the writing you see is the candidate’s own.

When reviewing CVs, concentrate on the goal of finding the best match for your open position. Look for keywords, experience and results that fit your position requirements. Check the candidate’s work history. Has he/she held steady employment? Shown a pattern of career advancement/development? Make your own checklist of important elements for the position.

There are also things you don’t want to see on a CV.
Here are some ‘CV red flags.’

- Unorganised presentation
- Unexplained gaps in employment
- Frequent job changes
- Typos and grammatical errors
- Vague job summaries
- Missing details
- No career advancement
- Too much personal information
Success tip
Quickly scan CVs and highlight words that match your open position’s specific requirements. Your marked-up CVs move on in the process. The ones with no marks don’t.

Pre-screening
In addition to screening CV’s there are other screening tactics that will help you select a manageable number of candidates to advance to the next stage of your hiring process.

Phone screen – This tactic helps you decide if the candidate meets certain requirements so you can determine if you want to invest time in a formal interview. You can learn a lot in this conversation, including:
- How well the candidate communicates verbally
- The candidate’s level of interest in the position
- Confirmation of certain requirements, e.g. Willingness to travel?
- Potential value of investing more time in this candidate

When you schedule the call, let the candidate know how long it should last. Have a prepared list of questions ready when you call. Use the same questions for each phone screen you conduct. This enables a more accurate candidate comparison. When you conclude the phone call, tell the candidate what the next step is.

Success tip
Smile and stand when you do a phone screen. It keeps your energy level up!

Automated screen – Large CV volumes. Time-consuming phone screens. Many companies cope by using automated screening programmes to qualify candidates for the next step in the hiring process. Basically, an automated screen is an electronic questionnaire that candidates complete on a computer. An applicant is asked to fill out an electronic pre-screen at the same time or right after submitting a CV.

This screening tool saves you time and energy. All the work is upfront. The job posting and pre-screening questionnaire are written at the same time. The electronic screen asks the same type of qualification questions as a phone screen. It can also ask for more detailed responses since candidates type their answers. Most pre-screening questionnaires automatically score the candidate’s responses. This simplifies the process of creating a candidate list for the next stage.

Assessments
You’ve narrowed down your initial pool of candidates. Assessments can help you identify the best candidates from that pool. Test results provide another dimension to candidates.

Success tip
Select appropriate assessments that objectively measure basic job-related skills, rate required knowledge and gauge aptitude for the job.
For each position, carefully determine if an assessment is necessary. Be sure the one(s) you select is completely relevant and complementary to your hiring criteria for that particular position. And that it doesn’t violate anti-discrimination laws.

Pre-employment assessments are not intended to give you an easy answer to hiring. Instead, they supplement the selection process. Tests should never be the only factor used when making a hiring decision.

To make assessments part of your hiring process:
- Use the job description to select the most important skills and behavioural traits
- Select and work with a reputable firm with assessment practices you trust and that fit your job openings best
- Balance the right combination of ability and personality tests for each job
- Evaluate whether it makes sense to purchase tests or use a vendor’s testing services
- Remember that assessments are only one tool in the hiring process

There are thousands of assessments and vendors available. Here’s a sampling of the types of assessments that might aid your hiring process:
- Ability tests
- Personality tests
- Proficiency tests
- Physical tests

Interviewing basics
The interview is a critical component of the hiring process. This is your chance to hear firsthand details about the candidate, gain insight into personality traits and get a general impression of overall intelligence and aptitude. Keep in mind that the interview won’t always reveal how someone will perform on the job. Most people are very familiar with the interview process – what to say, how to say it, and when to ask questions.

Successful interviews don’t just happen. You’ll get the most from an interview by planning it in advance.
- Review the job description
- Review all materials submitted by the candidate: CV, cover letter, application, etc.
- Set interview goals and prioritise top qualities and skills
- Write out interview questions
- Set a rough time table for the interview
- Create and use an interview evaluation form

Success tip
Interviewing is a skill. Good interviewers are outgoing, objective, analytical and organised. They have strong communication skills, and know appropriate details about the company and the job opening. Make sure you have the right people conducting interviews at your company.

Preparing interview questions
The questions you choose shape the success of your interview. A good interview contains good questions. Good questions elicit the information you want. They also provide a glimpse into the candidate’s thought process. You have lots of choices when it comes to the questions you can ask.

Open-ended questions – Ask this type of question when you want specific answers. These questions typically test a person’s knowledge and ability to think on his/her feet.

Samples:
- What can you tell me about yourself?
- What do you consider your greatest strength? Weakness? Why?
- How would you describe what you do at your current job?
- What interests you about this position?
- What do you know about our company?
- What’s your single greatest professional achievement?
- Where do you see yourself professionally in one year? Three years? Five years?

Competency based interview questions – The premise behind competency based interviewing is that past behaviour is the best predictor of future performance. Candidates are asked to describe specific events where they exhibited competencies or ‘soft skills’ that are needed to be effective in the position. Events may be past work or non-work experiences. To ask the right type of questions, consider which competencies are most important for the job. Examples of competencies include detail consciousness, problem solving, leadership, communication, etc.

Samples:
- Describe a situation where you had to overcome major obstacles to achieve your objectives. What was the situation and the outcome?
- Describe a time when you analysed facts quickly and developed a plan that produced positive results
- Describe a time when you worked effectively under pressure
- Describe a time when you had to deal with an irate customer. What was the action taken and the result?
- Tell me about a difficult experience with a co-worker and how you handled it
- Can you describe a specific project that required you to do more than your share of work to complete a task? What was the result?

### Interview topics/questions to avoid
- Age
- Marital and family status
- Religion
- Politics
- Ethnic Origin
- Disabilities
- Sexual Orientation

### The typical interview
Interviews follow a basic pattern and typically consist of four stages.

1. **Rapport-building.** Take the first few minutes of the interview to make the candidate feel comfortable. Ask a few informal questions to show that you're a concerned employer. This puts the candidate at ease and helps him/her recognise that your company is a good place to work.

2. **Asking questions.** Once rapport is established, begin asking job-related questions. Use your prepared question list to extract answers that help you evaluate if the candidate is a good match for your position. Probe for more details if a response isn't clear or doesn't provide sufficient information. Ask questions about any unclear items on the CV.

3. **Answering Questions.** Always allow time during an interview for the candidate to ask you questions about your company and the position. This helps the candidate to clarify perceptions. It also gives you insight into how well prepared he/she is for the interview and his/her interest level in the position. Questions should be job-related or focused on your company. Some candidates may bring up topics like salary range and job perks.

### Candidates typically ask about:
- Advancement opportunities
- Salary/benefits
- Organisational structure
- Company culture
- Training opportunities
- Next steps

### 4. Closing.** There are several things you should do to close the interview on a positive note. Recap the key points of the job and the interview. Then, let the candidate know what to expect next and what additional steps need to be taken, such as assessments, background checks, etc. Finally, close the interview in an upbeat, professional manner. Thank the candidate for his/her time and interest in your company.

### Interview don'ts
- Ask different questions with each candidate
- Rush through the interview
- Talk too much
- Jump from topic to topic
- Get hung up on one good (or bad) item

### Conducting the interview
Everything you do and say in an interview makes an impression on the candidate. In addition to your interview plan and prepared questions, keep these points in mind:

- **Look professional.** Candidates will be more likely to respect your position and understand that this is a serious discussion. This doesn't mean every interviewer must wear a business suit. Dress clean, neat and appropriately for your position

- **Make it easy for candidates to talk.** Start with a few rapport-building comments before jumping into the formal questioning stage. Interviews can be very stressful experiences. Not every candidate is comfortable and confident. Sometimes the best person for the job has the worst interview skills.
• **Be focused.** Know what you want from the interview before the candidate walks into the room. For example, if there’s something specific on a candidate’s CV that stood out or needs clarification, bring it up in conversation.

• **Ask appropriate questions.** Your questions should be appropriate to the position to be filled. Each question should serve a particular purpose. If the question has no job relevance, remove it from your list.

• **Take notes.** No matter how good your memory is, always take notes during an interview. This helps you accurately recall what a candidate said or how he/she reacted to certain questions. After the interview, review your notes for accuracy. Add any other overall comments on the candidate while details are fresh in your mind. Tell the candidate that you will take notes.

• **Probe for details.** Don’t stop at a ‘yes’ or ‘no’ answer. When a candidate doesn’t provide enough information, follow up with additional questions to get more specific answers and examples.

**Success tip**
Pay attention to the candidate’s non-verbal communication. Often, this says as much as the spoken word.

**The final decision**
You’ve finished the screening, testing and interviewing. Now, it’s time to make a decision. Start by weighing the pros and cons. Use what you’ve learned and make the best-educated decision.

One of the most effective ways to make a solid hiring decision is to use an evaluation form. It provides a formal way to assess the strengths and weaknesses of every candidate. The form should contain all the critical elements for job success. Include rating sections for each part of the hiring process: tests, references, interview, etc. Certain items can be weighted more than others, based on importance to the position.

Once you’ve sorted through all the information, you’re ready to make an offer to your candidate of choice. Hopefully, he/she is as impressed with your company as you are with him/her.
The job offer has been accepted. But the hiring process doesn’t end there. You’ve worked hard to get your new hire to this point. Don’t stop now. Make his/her transition to your company a happy and productive one by keeping your new employee engaged. How? Ensure you have a solid induction programme in place.

What is induction?
Induction is a programme to assist new employees successfully transition into their new roles within your organisation. It includes everything from filling out forms and gaining computer access to assigning a buddy and building a training and development plan.

Successful induction programmes are made up of numerous development and progress stages for each new employee. These extra steps are proven to be valuable, typically resulting in lower turnover rates and employees that are more engaged and productive.

Induction vs. Orientation
Induction is today’s workplace concept for employee orientation. Induction goes beyond filling out forms and watching a company video. It puts employees on the path to productivity and job satisfaction through training, education and integration.

Create an induction plan
An induction plan includes standardising common processes to ensure new employees get the information, education and training needed to be successful. Induction includes many components of a traditional orientation programme. Then, it goes further. Typical orientation programmes last one or two days. An induction programme extends that time by months, or until the employee’s first anniversary. This type of programme is a company-wide commitment. And, it pays off in the long run.

A strong induction plan has these key components/milestones:
- Before the first day
  - Pre-start communications
  - Workplace preparation
- First day
  - Orientation
  - Introductions
- Beyond the first day
  - Training
  - Development plans
- Ongoing
  - Performance goals and checkpoints

Studies show
A negative perception of your company during the first 60-90 days of employment can lead new personnel to look for new jobs within the year.

Before the first day
Make a great first impression. Reach out to your new hire before the first day. Keep in touch. Be available to answer questions. Send a welcome packet via letter or email. Let him/her know that your company looks forward to his/her arrival. If appropriate, before the first work day, provide any forms that must be completed.

In addition to maintaining contact, there are some internal preparations to make before day one. Start by sending an announcement to the new employee’s department (and other relevant parties). Announce the new employee’s name, date of arrival and what the position entails. Find a volunteer to act as a buddy to help the new employee on arrival.

Take care of as many administrative and technical details as possible prior to the first day at work. Order computer and office equipment and supplies. Set up passwords, email addresses, access to systems, etc. Prepare office space and gather all necessary forms, policies and manuals.

Finally, call your new hire with details about when to arrive, whom to ask for, what to bring and what to expect on workday one. This call also provides him/her an opportunity to ask any last-minute questions.

Assign a buddy
Most new employees can use a little extra assistance and attention at first, no matter what the position. A buddy can help to quickly get a new hire acquainted with the company, including introduction to the ‘unwritten’ rules and guidelines that everyone else already knows.

A good buddy should be a volunteer and genuinely interested in helping the new employee succeed. Peers typically work best. A buddy should be the type of person you want as the ‘face’ of the company for your new employee. Broad
knowledge of the company and the department, as well as strong capabilities with any systems, tools or programmes the new employee will use is important, too. A buddy’s work typically begins on the new hire’s first day. The buddy should be available to assist with any technical issues that need to be addressed, e.g. phone systems, computer passwords, etc. He/she can be the designated provider of significant information such as the bathroom location, how to get office supplies, etc. The buddy should also be available to have lunch with the new employee.

After the first day, the buddy should continue to serve as a resource. For the next one-to-three months, the buddy should check in periodically with the new hire to be sure things are going well and answer questions. A buddy program may or may not have a formal end date.

Success tip
A mentoring programme can be an effective tactic in your induction programme. In fact, it can help throughout any employee’s tenure. Mentors are usually a higher-level employee who helps motivate a colleague to accelerate his/her career. Typically, mentoring programmes are structured around career development.

Creating a great first day
It’s the first day on the job. Your new hire is undergoing a wide range of emotions and nerves. It’s your responsibility to put the employee at ease, and fan the enthusiasm he/she has for the new role.

Don’t: leave him/her waiting at the front desk, not knowing who to call.

Do: begin the experience with a warm, friendly welcome at a designated meeting place. Then, show the employee where to work and make introductions to colleagues.

Next, your traditional orientation may come into play. Filling out forms, signatures and signups are an expected part of the first day. Try to make it as painless as possible. This is also a good time to review basic company policies and procedures.

Ideally, your employee won’t spend all day filling out forms. Make time to introduce your new hire to his/her buddy. Provide time for the two to get acquainted and familiar with the buddy concept. It’s a good idea for the buddy to offer a welcome gift such as a company t-shirt or mug.

Once the new employee has seen his/her workspace and had time to settle in, provide a tour of the facility and take him/her out to lunch. Also, check throughout the day to make sure the employee has all the information needed.

At the end of the day, you want your new hire to be brimming with pleasant stories about his/her first day. A new employee that feels engaged on the first day of work has a stronger incentive to stay with your company.

Success tip
Don’t overload your new hires with information. They won’t learn everything they need to know in one day or even one week. It takes time to learn all the aspects of a job.

Beyond the first day
Once things settle down, don’t forget about your new hire. Continue the feedback and follow-up. Managers should plan regular meetings to check progress. Set performance and project goals and regularly review for understanding and results. Schedule or continue training as needed. It’s also important to determine the effectiveness of your induction process. Use a survey, one-on-one interview, or focus group.

Organise your induction
Consider creating and using an induction checklist to help standardise your process. It can also serve as a reminder of the details you need to cover with each new hire. Below you will find a sample induction programme checklist you can use as a starting point to create your own.

Induction checklist
Employee’s Name:
Start Date:
Job Title:

Once the offer is accepted:
• Send welcome pack
• Call to confirm start date
• Send internal memo/email announcement to the new employee’s department, including arrival date, position and responsibilities

Before day one:
• Set up time with HR to meet new employee on day one to complete necessary forms
• Prepare and clean work area
• Equip office space with necessary equipment: computer, phone, office supplies, etc.
• Request necessary email addresses, system access, network connection, etc.
• Order name plate and business cards (if applicable)
• Select volunteer to be a buddy
• Prepare a welcome letter and orientation pack, including all HR, benefits and payroll forms, as well as parking details and a map
• Stock workspace with appropriate company manuals, literature, phone directories and other printed materials

Day one:
• Greet employee and introduce to colleagues and work area
• Review orientation pack materials
• Complete and turn in HR, benefits and payroll forms
• Review job description and initial projects
• Present induction and training plan
• Introduce to buddy
• Add employee to organisational chart, company directory, etc.
• Take a tour of the facility
• Take to lunch
• Give a company promotional item: t-shirt, mug, etc.

Week one:
• Daily check-in from supervisor/manager
• Explain employee’s role in relation to the department, company, etc.
• Discuss corporate culture and company mission and vision
• Schedule training as needed
• Review all policies and procedures, including holiday, sick time, performance appraisals, etc.
• Review teamwork and performance expectations

Month one:
• Establish performance goals and evaluation schedule
• Conduct weekly progress reports
• Survey new employee on the induction process

Ongoing:
• Regular check-ins with buddy
• Progress check with supervisor/manager on induction and training plans

Automated induction
To create a consistent induction programme, many elements can be automated. Technology is available to automate new hire communications, provide employee resource portals, generate reports, automate requests, etc. The advantages include fewer paper forms and reduced administrative time. An automated programme also enables your company to place more focus on the new hire than on the process.

Benefits of induction programmes
Implementing a comprehensive induction programme can be a worthwhile investment. It may take time, but the long-term benefits can be huge: reduced turnover, decreased hiring costs and increased time savings. Plus, new employees are more quickly engaged and productive. To determine your company’s return on investment, set metrics that you can measure at each step of the induction process.

Key induction points to remember:
• Induction begins as soon as the offer is accepted
• Use a checklist for each employee induction
• Create a great first day
• Assign a buddy
• Provide regular follow-up and feedback

Retention
Today’s employee is in the driver’s seat. That means companies need to work harder to keep their talented employees. The shortage of qualified workers and rising levels of job dissatisfaction are paving the way for a huge exodus of employees. Employers need to be aware of what’s happening in their own workplaces and maintain solid retention programmes to help keep their employees.

Cost of turnover
You can’t afford turnover. Its impact continues to rise, particularly in the areas of employee productivity and service quality. When turnover is a problem, every aspect of your business can suffer.

The cost of turnover may be more than you think:
• Termination costs – severance, outplacement
• Productivity costs – lost productivity and/or lost business while the position is open
• Recruiting costs – time to recruit and cost of newspaper ads, online postings, career fairs, networking events, etc.
• Pre-screening costs – phone calls, initial CV reviews, identifying leading candidates
• Interviewing costs – building interview plans, reviewing CVs, contacting final candidates, preparing and conducting the interview
• Job offer costs – negotiating terms, setting start date, relocation expenses, etc.
• Training costs – orientation programmes, on-the-job training, formal training programmes, etc.
• Learning curve/inefficiency costs – time to get up to speed, rookie mistakes, etc.
• Other costs – low morale, increased overtime for other workers, effectiveness, etc.

Controlling turnover
Your company can control turnover. One of the easiest ways is to make retention a priority. It’s time to move beyond a retention programme that consists of sending out a recognition plaque honouring five years of service. Create a variety of programmes and activities that appeal to all members of your workforce. Build a retention culture. Recognition and retention programmes are not a one-time deal. Develop ongoing programmes that become a key reason people like to work and stay with your company.

Success tip
Exit interviews. Do you know why your employees leave? Conduct exit interviews with each employee who resigns from your organisation. Identify trends and repeated comments. Adjust your recruiting and retention programmes to address critical issues.

Retention tactics
Competitive pay rates. Pay a fair market wage that keeps employees on par with their peers in similar companies and positions.

Comprehensive benefits. Items like medical and dental insurance, holiday and sick pay, and tuition reimbursement are becoming standard parts of benefit packages. Often, the amount and quality of the benefits that a company offers make the difference between keeping an employee for six months or for six years.

Performance reviews. Create a performance review programme to reward, coach, praise and give constructive feedback to your employees. Consider creating performance-based incentives. Employees respect companies that take the time to acknowledge the work they perform.

Communication strategies. Recent retention studies show that employees value empowerment. They want to know company objectives so they can measure their progress. They also want a communication link back to the company so they can share their ideas, problems and suggestions. Simply keeping employees informed can be an inexpensive way to build loyalty.
Training. Ongoing training and continued learning opportunities are at the top of most employees’ wish lists. Employees want and need to know that you’re concerned with their career paths and intend to help them along the way.

Work/life balance. Employees are more passionate than ever about achieving a healthy balance between work and home life. Companies that understand this are more successful at retaining employees. Programmes such as Flexitime, concierge services, etc. demonstrate that you care about your employees’ overall well-being.

Incentive programs. Design an incentive programme to help retain valuable and experienced employees, as well as motivate performance. When creating an incentive programme, it’s critical to get input from your employees. Let them tell you what motivates them and what would keep them happy and productive. Incentive programmes come in many shapes and sizes. Most successful companies offer more than one programme, typically combining formal and informal programmes.

Informal/low cost. Informal recognition efforts are the simple everyday things you can do to show employees they’re appreciated. These activities require very little time, money or planning.

Here are some examples:
- Send a thank you note – handwritten is best
- Personally thank your employees
- Call after a special achievement or milestone to congratulate an employee on the excellent work he/she has done
- Create a Hall of Fame for star performers
- Host a lunch for workers who met a critical deadline, came up with a new idea, etc.
- Surprise employees by delivering balloons, cinema tickets, cookies, etc. directly to their desks

Formal. Formal reward programmes usually follow structured guidelines and require a bit more time, energy and money to execute.

Examples include:
- Years of service programmes
- Performance awards
- Employee recognition events
- Retention bonuses
- Employee of the month programmes

Evaluating incentive programmes
Justifying the time, effort and, most importantly, the expense of any incentive programme means demonstrating its impact. Ask employees frequently what they think of your retention programme; how they would change it, what would make it better, etc. Also, use internal metrics, such as turnover rates and programme costs, to gauge effectiveness.

Retention by generation
Every person is different when it comes to how he/she prefers to be recognised and treated in the workplace. In fact, studies show that age can play a factor in what employees value in a workplace. Follow these tips to improve retention by generation:

To retain younger workers
- Allow for an independent working environment – offer guidance, but don’t hover
- Provide regular feedback
- Offer short-term incentives, such as flexible schedules, performance-based incentives, etc.
- Ask for their opinions

To retain mature workers
- Teach them something new/offer training opportunities
- Treat them with respect
- Understand family needs

Triumphing over turnover
In today’s work world, employees leave because they can. If you want to keep them, treat them like gold. Companies with long-term strategies for both recruiting and retention will enjoy a huge competitive advantage in the years to come.

The facts are simple. If you don’t plan ahead, you will pay. In terms of productivity. Employee morale. Service quality. And more. Can you afford not to plan ahead?
In summary
The most critical challenge to the growth and survival of any company is finding and keeping qualified employees.

What you can do now to improve your hiring success:
- Analyse your workforce needs
- Create a hiring plan
- Write compelling and creative job ads
- Build a strong employment brand
- Recruit in the right places
- Take advantage of the latest recruiting techniques
- Develop a referral programme
- Implement pre-screening tools
- Select appropriate assessments
- Use competency based interviewing
- Create interview plans and guidelines
- Develop and implement complete induction programmes
- Review and update retention programmes
- Measure your hiring success

The bottom line
Hiring and sustaining a quality workforce isn’t easy. However, by eliminating inefficient programmes, updating old practices and trying new tactics to recruit, hire and retain employees, your company can be successful in an increasingly competitive world of work.

About Manpower
The world of work is constantly changing shape. It’s constantly evolving. And so are today’s successful companies. Manpower has 35 years experience in staffing, recruitment, training, outsourcing and consulting in Ireland. We help companies anticipate and benefit from the changes happening now and next in the contemporary world of work.


Manpower Worldwide
- 82 countries and territories
- 4,000 offices worldwide
- 400,000 clients worldwide

In Ireland
- 5 offices
- Over 600 clients
- Over 10,000 registered candidates
- Delivers 1.8 million hours of work per year